

HMICFRS Report Recommendations

Traffic Light Colour	Definition of target achievement (as required by the Police Performance and Resource Management Sub Committee)
GREEN	The recommendation is implemented
AMBER	The recommendation is subject to ongoing work and monitoring but is anticipated will be implemented
RED	The recommendation is beyond designated deadline or cannot / will not be implemented (rationale required) or
WHITE	The recommendation is not CoLP responsibility to deliver or is dependent upon another organisation delivering a product.

A progress report on the police response to domestic abuse

A national report by HMICFRS

Published November 2017

There are 9 recommendations, 1 of which is national and 8 apply to force these are being progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p>Areas for improvement</p> <p>Risk assessment – Although HMICFRS found that in general risk assessment is improving, forces still use a range of different and inconsistent practices when assessing risk, which potentially means that victims might receive different levels of service across England and Wales. HMICFRS has also raised concerns about the practice of conducting the initial risk assessment over the telephone. HMICFRS has been clear that forces should continue to use the Domestic Abuse, Stalking, Harassment and Honour-Based Violence risk identification, assessment and management model (DASH) until the College</p>	AMBER	No deadline set by HMICFRS	<p>This report was published on the 14th November 2017. Strategic Development have scheduled a meeting with the Head of Public Protection Unit w/c 20th November to discuss and formulate an action plan.</p> <p>The action plan will include deadlines for completion.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
of Policing has completed its pilot on a national risk-assessment model for frontline officers.			
<p>Areas for improvement Positive action and the role of arrest – Despite very clear guidance in Authorised Professional Practice, there appears to be confusion about what positive action involves. Police officers have a duty to take positive action when dealing with domestic abuse incidents. Often this means making an arrest, provided that the grounds exist, and it is a necessary and proportionate response. The use of arrest is falling at an alarming rate, which can be explained in part by the misguided belief of some officers that their actions in not arresting the perpetrator are ‘victim-focused’. Officers need clear supervision and direction to ensure that all opportunities for an early arrest are taken. This is particularly true in relation to perpetrators of domestic abuse. It is crucial that such an approach is part of an effective process to protect victims and ensure their continuing safety.</p>	AMBER	No deadline set by HMICFRS	<p>This report was published on the 14th November 2017. Strategic Development have scheduled a meeting with the Head of Public Protection w/c 20th November to discuss and formulate an action plan.</p> <p>The action plan will include deadlines for completion.</p>
<p>Areas for improvement Build the case for the victim – HMICFRS accepts that domestic abuse victims are often reluctant to support a prosecution, given the financial, housing and family connections they might have with the perpetrator, or the level of control which they may be under. Despite this, there are opportunities for investigators to build a sound case against the perpetrator whether the victim supports a prosecution or not. It is important that police officers are clear about what constitutes an acceptable level of investigation in all cases of domestic abuse. Given the high and increasing number of cases that are closed due to ‘evidential difficulties – victim does not support</p>	AMBER	No deadline set by HMICFRS	<p>This report was published on the 14th November 2017. Strategic Development have scheduled a meeting with the Head of Public Protection w/c 20th November to discuss and formulate an action plan.</p> <p>The action plan will include deadlines for completion.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>police action', it is vital that clear standards and expectations are set for building the best possible case for the victim (including working with specialist domestic abuse services), which increase the likelihood of a victim working with the criminal justice process and giving evidence at a trial.</p>			
<p>Areas for improvement A shared view with the Crown Prosecution Service (CPS) on referrals and prosecutions – There is wide variation in the number of cases which police forces refer to the CPS. Referrals are declining and charge rates are falling year on year. Police forces and the CPS have been examining this matter in an attempt to understand the variation and reduction in the rate of referrals. During the period of this report, the CPS has also invested in training to ensure that its staff are building the case for the victim, even when the victim does not want to make a complaint. However, this cannot be done if the case is not presented to the CPS. To reverse the current trend, forces need to work closely with the CPS to understand when cases should be referred.</p>	AMBER	No deadline set by HMICFRS	<p>This report was published on the 14th November 2017. Strategic Development have scheduled a meeting with the Head of Public Protection w/c 20th November to discuss and formulate an action plan.</p> <p>The action plan will include deadlines for completion.</p>
<p>Areas for improvement The elements of a thorough police response – The overall response to domestic abuse has improved over the last three years, but the service provided for domestic abuse victims is not consistent across all 43 forces. Early and accurate identification of risk, followed by timely deployment, frontline officers who understand the dynamics of domestic abuse, early arrest and effective evidence-gathering at the scene are highly likely to provide the best chance of securing a conviction. Where a charge is not appropriate, forces need to consider the use of powers such as DVPNs/DVPOs and referrals to appropriate specialist domestic abuse organisations to protect</p>	AMBER	No deadline set by HMICFRS	<p>This report was published on the 14th November 2017. Strategic Development have scheduled a meeting with the Head of Public Protection w/c 20th November to discuss and formulate an action plan.</p> <p>The action plan will include deadlines for completion.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>and safeguard the victim. The investigation of the perpetrator, and continuing support for the victim (e.g. consistent and timely information and communication about the progress of the case) are equally critical. Some forces are better than others at each part of the response to domestic abuse. From the first point of contact, the police service needs to ensure that it understands each element of its response to domestic abuse to help ensure that its response is effective.</p>			
<p>Areas for improvement Consistent performance measures – In our last domestic abuse thematic report Increasingly everyone’s business, HMICFRS highlighted that some forces had still not completed comprehensive analysis to understand domestic abuse within their area. Throughout this inspection, we have worked with forces to analyse their data, and found that many forces still struggle to record and accurately reflect their performance through the data they collect. They are still unable to explain what is happening in terms of arrest and outcome data even where this is particularly high or low. This suggests that these forces are not monitoring their data for insight into what is changing (or not) in the policing of domestic abuse. Given the importance of the police response to domestic abuse, it is disappointing to see that forces still do not record their performance relating to domestic abuse in a consistent way. Force leaders should use force data more effectively in order to understand demand and monitor performance.</p>	AMBER	No deadline set by HMICFRS	<p>This report was published on the 14th November 2017. Strategic Development have scheduled a meeting with the Head of Public Protection w/c 20th November to discuss and formulate an action plan.</p> <p>The action plan will include deadlines for completion.</p>
<p>Recommendation: National Oversight Group</p> <ul style="list-style-type: none"> The National Oversight Group, chaired by the Home Secretary, has played a vitally important and successful role in improving the police response to domestic abuse through its public scrutiny of progress against each of HMICFRS’ 2014 	WHITE	No deadline set by HMICFRS	<p>This action is for the National Oversight Group.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>and 2015 national recommendations. The group was expanded in 2016 to include representatives from NHS England, Department for Education, Local Government and social care organisations, and in early 2017 the group's remit was broadened to cover so-called 'honour-based' violence, as well as stalking and harassment.</p> <ul style="list-style-type: none"> The National Oversight Group should continue to monitor and report on the progress made in implementing this further set of recommendations, as well as those from previous reports that are outstanding. 			
<p>Recommendation: National domestic abuse data monitoring</p> <ul style="list-style-type: none"> The Office for National Statistics (ONS) published in 2016 a new statistical bulletin and data tool in relation to domestic abuse, bringing together certain data on domestic abuse at a force level. This has started to enable police and crime commissioners, chief police officers, crown prosecutors and other agencies within the criminal justice system to enhance their understanding of how domestic abuse is dealt with in their local areas, and improve the monitoring of performance and setting of priorities. The Home Office, the Ministry of Justice, the Crown Prosecution Service, the National Police Chiefs' Council (NPCC), the Association of Police and Crime Commissioners (APCC), the College of Policing, HMICFRS and domestic abuse organisations should continue to work with the Office of National Statistics to expand this data set to enable a more thorough analysis of how domestic abuse is dealt with in a force area. 	AMBER	No deadline set by HMICFRS	<p>This report was published on the 14th November 2017. Strategic Development have scheduled a meeting with the Head of Public Protection w/c 20th November to discuss and formulate an action plan.</p> <p>The action plan will include deadlines for completion.</p>
<p>Recommendation: Update of forces' domestic abuse action plans</p> <p>Update of forces' domestic abuse action plans</p>	AMBER	April 2018	<p>This report was published on the 14th November 2017. Strategic Development have scheduled a meeting with the Head of Public</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>By April 2018, every police force in England and Wales should update its domestic abuse action plan, determine what more it can do to address the areas for further improvement highlighted in this report and specified below, and publish its revised action plan accordingly.</p> <ul style="list-style-type: none"> • Recording. There is considerable variation between forces in the proportion of recorded crime identified as relating to domestic abuse. Forces need to ensure that domestic abuse crime including coercive control is being correctly identified and recorded. • Assessing and responding to risk. Forces should ensure arrangements for assessing and managing risk are well understood by officers and staff, especially at initial point of contact, and decision making about the grading of, and attendance at, domestic abuse incidents is supervised effectively. • Positive and preventative action. Nationally, arrest rates for domestic abuse are falling, with large variations across forces. There are considerable variations in the use of preventative measures. Forces need monitoring processes, supported by accurate data, to ensure that they are taking positive action such as arrest, and are making effective use of powers, for example Domestic Violence Protection Orders and the Domestic Violence Disclosure Scheme. Where orders or bail conditions are breached, forces need to ensure that there are appropriately robust processes in place to take action. • Building the investigative case. Forces need to ensure that there are clear standards and expectations, with effective supervision, for building the best possible case for the victims of domestic abuse whether victims support police action or not. 			<p>Protection w/c 20th November to discuss and formulate an action plan.</p> <p>The action plan will include deadlines for completion.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
<ul style="list-style-type: none"> • CPS referrals and prosecutions. Nationally, referrals and charge rates are falling. Forces need to monitor the data and work closely with the CPS to understand whether improvement is required, and, if so, to effect change. <p>Chief officers in each police force should continue to oversee and ensure full implementation of these action plans and offer regular feedback on progress to their police and crime commissioners. This should be a personal responsibility of the chief constable in each case. The leadership task for the service now is to sustain the level of determination and commitment seen since the publication of Everyone’s business to ensure that the police response to victims of domestic abuse continues to improve. HMICFRS will continue to monitor progress against force action plans as part of their PEEL inspection regime.</p>			

PEEL: Police Efficiency – National

A force report by HMICFRS
Published November 2017

There is 1 recommendation and this applies to the force.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p>Recommendation By September 2018, chief constables should produce an ambitious plan to improve digitally-enabled services within their force. The Home Office, National Police Chiefs' Council and Association of Police and Crime Commissioners should support the development of these plans by establishing a national framework which allows for the provision of digitally-enabled services across force boundaries</p>	AMBER	September 2018	This report was published on the 9 th November 2017. The force is currently assigning an action plan owner, thereafter Strategic Development will work with them to determine necessary actions, action owners and deadlines for completion.

PEEL: Police Efficiency [including leadership] 2017 - COLP

A force report by HMICFRS

Published November 2017

There are 4 recommendations which apply to force, these are to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	<p>Areas for improvement The force should put in place better processes and governance to understand and realise the benefits of change programmes, and how they affect the force's ability to meet likely future demand efficiently.</p>	AMBER	No deadline set by HMICFRS	This report was published on the 9 th November 2017. The force is currently assigning an action plan owner, thereafter Strategic Development will work with them to determine necessary actions, action owners and deadlines for completion.
2	<p>Areas for improvement The force should undertake appropriate activities to fully understand its workforce's capabilities, in order to identify any gaps and put plans in place to address them. This will enable the force to be confident in its ability to be efficient in meeting current and likely future demand.</p>	AMBER		

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	Areas for improvement The force should ensure that it understands the level of service that can be provided at different levels of costs, so it can identify the optimum level of service provision.	AMBER		
4	Areas for improvement The force should do more to explore opportunities for further collaboration with partner organisations to improve services, drive efficiencies and better manage demand for its services in the future.	AMBER		

Stolen freedom: the policing response to modern slavery and human trafficking

A national report by HMICFRS
Published October 2017

There are 11 recommendations; 7 of which apply to force, these are to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	Recommendation Within six months, the National Crime Agency (NCA) and regional organised crime units (ROCU) should assure themselves that their roles and responsibilities in tackling the organised crime groups linked to modern slavery and human trafficking at a national and international level are clear and understood by all law enforcement agencies.	WHITE	April 2018	This action is for the National Crime Agency and Regional Organised Crime Units

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>Recommendation Within twelve months, forces should review their leadership and governance arrangements for modern slavery and human trafficking, to ensure that:</p> <ul style="list-style-type: none"> • senior leaders prioritise the response to modern slavery and human trafficking; • every incident of modern slavery identified to police is allocated appropriate resources with the skills, experience and capacity to investigate it effectively; • forces develop effective partnership arrangements to co-ordinate activity in order to share information and safeguard victims; and • Performance and quality assurance measures are in place to allow senior leaders to assess the nature and quality of the service provided to victims. 	AMBER	October 2018	The Force SPOC for Modern Slavery and Human Trafficking has received the report and is currently considering necessary actions which will be captured within an action plan (or 4P Plan) to be developed before 29 th November (next Vulnerability Steering Group) with assigned action owners and deadlines.
<p>Recommendation Within six months, the NCA should have a process in place to maximise the use of all the data from the National Referral Mechanism (NRM) and Duty to Notify forms (where they contain actionable intelligence), and include within this steps to ensure that:</p> <ul style="list-style-type: none"> • all NRM forms submitted by partner agencies are developed and appropriately forwarded to relevant forces as soon as possible to ensure that identified victims are flagged up and investigations can commence, with a clear audit process to show how and when they have been assessed and shared; and • all NRM forms are compiled in a format that is accurate, searchable, and enables the assessment of information for intelligence purposes. 	WHITE	April 2018	This action is for the National Crime Agency.

Recommendations & Areas for Improvement		Status	Due Date	Comment
4	<p>Recommendation Within six months, forces should have in place active information-sharing agreements with other agencies to facilitate speedy exchange of intelligence and in order to safeguard victims better and to identify suspects as early as possible.</p>	AMBER	April 2018	An action plan is currently being considered.
5	<p>Recommendation Immediately, forces should ensure that all victims carrying out criminal acts under compulsion attributable to slavery or exploitation are afforded the protection of early and continuing consideration of the applicability of the section 45 defence.</p>	AMBER		The Force will assign a deadline as part of the action plan which is being considered.
6	<p>Recommendation Immediately, forces should take steps to ensure they are fully compliant with the NRM process as it evolves and are implementing the requirement placed upon them under the Modern Slavery Act 2015 to notify the Home Office of any individual suspected to be an adult victim of modern slavery or human trafficking.</p>	AMBER		The Force will assign a deadline as part of the action plan which is being considered.
7	<p>Recommendation Immediately, forces should take steps to ensure they fully comply with national crime recording standard (NCRS) requirements for offences identified as modern slavery and human trafficking and that sufficient audit capacity is available to the force crime registrar to provide reassurance that each force is identifying and managing any gaps in its crime-recording accuracy for these types of offences.</p>	AMBER		The Force will assign a deadline as part of the action plan which is being considered.

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	<p>Recommendation</p> <p>Immediately, forces should ensure that allegations or indications of modern slavery and human trafficking are thoroughly investigated and effectively supervised by teams and individuals with the skills and experience to undertake them (this should include the use where appropriate of joint intelligence teams and other means to obtain intelligence and evidence from agencies overseas).</p>	AMBER		The Force will assign a deadline as part of the action plan which is being considered.
9	<p>Recommendation</p> <p>Immediately, forces should review their use of preventative powers under the Modern Slavery Act 2015 to ensure that opportunities to restrict the activities of those deemed to pose a clear threat to others in respect of modern slavery and human trafficking offences are exploited.</p>	AMBER		The Force will assign a deadline as part of the action plan which is being considered.
10	<p>Recommendation</p> <p>Within twelve months, the College of Policing should ensure that forces are provided with high-quality, legally-validated learning products on modern slavery and human trafficking, in order to raise awareness and capability among all frontline staff.</p>	WHITE	October 2018	This action is for the College of Policing.
11	<p>Recommendation</p> <p>Within twelve months, the College of Policing should work to improve knowledge and expertise in investigators up to senior investigating officer level, drawing on the experiences of all police forces. This should include improved understanding of the use of joint intelligence teams (JITs) and other means to obtain intelligence and evidence from agencies overseas, and the use of preventative orders.</p>	WHITE	October 2018	This action is for the College of Policing.

Making it fair - A joint inspection of the disclosure of unused material in volume crown court cases

A joint national report by HMCPSi and HMICFRS
Published July 2017

There are 9 recommendations; 5 of which apply to force, 1 is complete and 4 to be progressed.

Recommendations & Areas for Improvement		Status	Due Date	Comment
1	Immediately, police and CPS must correctly identify all disclosure issues relating to unused material at the charging stage and this must be reflected fully in an action plan	AMBER	January 2018	At the October 2017 meeting of the London Criminal Justice Board DAC Hewitt [MPS] tasked "all agencies to develop bespoke action plans for single-agency issues, and MPS, CoLP and BTP to create joint-action plans for multi-agency issues". A meeting was scheduled with the CPS for 21 st November 2017 to discuss this task [post this report] with the next scheduled meeting of the London Criminal Justice Board on the 23rd November 2017.
4	Within six months police forces should improve their supervision of case files, with regard to the handling of unused material. This process should be supported by the requirement for supervisors to sign the Disclosure Officer's Report each time this is completed	AMBER	January 2018	The force has gone live with the Niche system (Crime, Intelligence, Case Prep and Custody) on 25/10/2017 and the new process is being reviewed to ensure compliance.
6	Within six months, all police forces should establish the role of dedicated disclosure champion and ensure that the role holder is of sufficient seniority to ensure they are able to work closely with the CPS Area Disclosure Champions using the existing meetings structure to ensure that disclosure failures are closely monitored and good practice promulgated on a regular basis	NEW GREEN	January 2018	The Disclosure Champion has been nominated as the Head of Administration of Justice with a Detective Inspector within the unit as deputy. Their brief is to ensure meetings are attended, disclosure failures are addressed and good practice identified and disseminated in Force.

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	Within 12 months, the police and the CPS should review their respective digital case management systems to ensure all digital unused material provided by the police to the CPS is stored within one central location on the CPS system and one disclosure recording document is available to prosecutors in the same location	AMBER	July 2018	A meeting was scheduled with the CPS for 21 st November 2017 [post this report] to ensure suitable working arrangements/ communications processes and reviews are in place.
9	Within six months, the CPS and police should develop effective communication processes that enable officers in charge of investigations and the allocated prosecutor to resolve unused material disclosure issues in a timely and effective manner	AMBER	January 2018	

Living in fear - the police and CPS response to harassment and stalking

A joint national report by HMCPSi and HMIC
Published July 2017

There are 22 recommendations; 4 of which apply to force.

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	Chief constables should stop the use of Police Information Notices and their equivalents immediately.	WHITE	Immediate	All reccs 8-11 awaiting national NPCC decision.
9	Chief constables should ensure that officers are aware of, and use appropriately, the powers of entry and search for stalking. Chief constables should also ensure that adequate records of these searches are compiled for audit and compliance purposes.	WHITE	No deadline set by HMICFRS - force to determine its own deadlines pending NPCC decision	
10	Chief constables should work with criminal justice partners to identify what programmes are available to manage offenders convicted of harassment and stalking offences in their respective force areas. In the absence of such programmes, they should review whether interventions could and should be established.	WHITE		
11	Chief constables and CPS Area leads should monitor and ensure compliance with the national stalking protocol.	WHITE		

PEEL: Police Effectiveness 2016

A Force report by HMIC

Published March 2017

There are a total of 13 actions for the force. 6 are complete and 7 in progress

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>7</p> <p>Areas for improvement The force should enhance its ability to gather and use intelligence from a range of sources to develop its understanding of serious and organised crime.</p>	<p>NEW GREEN</p>	<p>Sept 17 [internal deadline]</p>	<p>The force has engaged with Durham, Merseyside and Essex to understand the Serious and Organised crime process in other forces. There has been a process of engagement with officers and staff to increase awareness and this has resulted in an increase in the number of intelligence reports submitted.</p> <p>A senior CoLP analyst has been seconded to the City of London Corporation to harvest partner intelligence. There is a much better understanding and use of Government Agency Intelligence Network.</p> <p>HMRC, a key serious and organised partner, currently embeds 2 of their operatives in force.</p> <p>The Economic Crime directorate maintains and explores opportunities of further development information sharing arrangements with key industry and regulatory organisations.</p> <p>All force intelligence circulation including the daily briefing highlight where information relates to serious and organised crime / organised crime groups.</p> <p>A serious and organised peer review has been undertaken, the recommendations from which have been received in force late October 2017 and added to existing improvement plans.</p> <p>As part of plans for continual improvement the force will seek to improve intelligence gathering with law enforcement partners and improve its exploitation of the Government Agency Intelligence Network.</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
8	<p>Areas for improvement The force should ensure that it maps all organised crime groups promptly following identification.</p>	NEW GREEN	Sept 17 [internal deadline]	<p>Processes are in place for new operations to help ensure the early identification of organised crime groups including guidance and mapping requirements. This is included in the roles and responsibilities of Lead Responsible Officers.</p> <p>The governance structure for serious and organised crime has been enhanced; Directorate level meetings now feed into a Force meeting chaired by T/Commander Jane Gyford.</p> <p>The delivery of awareness training and with the go-live of Niche [25th October 2017] will further embed the timely identification of organised crime gangs and referral processes.</p>
9	<p>Areas for improvement The force should ensure that it prioritises activity aimed at tackling organised crime groups effectively in order to protect communities from harm.</p>	NEW GREEN	Sept 17 [internal deadline]	<p>The force uses a strategic threat assessment process and MoRiLE, which also considers NCA strategic assessments. New Directorate Serious and Organised Crime oversight boards have been introduced which feed into the Force SOC meeting chaired by T/Commander Jane Gyford. These meetings together with existing tactical tasking and covert arrangements support the priorities of activity.</p>
10	<p>Areas for improvement The force should improve its understanding, across the government's national 4P framework, of the impact of its activity against serious and organised crime, and ensure that it</p>	NEW RED	Sept 17 [original internal deadline]	<p>The role of lead responsible officer [LRO] has been raised to a minimum level of Inspector rank to take responsibility for serious and organised crime intelligence and organised crime mapping. The role and responsibilities of LROs have been documented.</p> <p>By January 2018 the following are due for completion:</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	learns from experience to maximise the force's disruptive effect on this activity		Now due: January 2018 and June 2018	<ul style="list-style-type: none"> Newly appointed LROs are nominating leads for the PREVENT, PROTECT and PURSUE elements of their management plans. Management plans to be reviewed by Directorate Serious and Organised crime leads for compliance. LROs to review their management plans to maximise the impact of using partner agencies / third sector organisations where expedient to do so. LROs to review their management plans to secure cross-Directorate resources using the tactical tasking and co-ordination process (TTCG). <p>The Fraud Academy will develop a LRO training programme which will include continual professional development, this will be completed by June 2018.</p>
11	<p>Areas for improvement</p> <p>The force should enhance its approach to the lifetime management of organised criminals to minimise the risk they pose to local communities. This approach should include routine consideration of ancillary orders, partner organisation powers and other tools to deter organised criminals from continuing to offend.</p>	NEW GREEN	Sept 17 [internal deadline]	<p>A position paper has been agreed by the force's NPCC team (June 2017) that will see the creation of dedicated PREVENT officers. PREVENT officers will have responsibility for the lifetime management of high-harm OCG members.</p> <p>The role of LROs have been reviewed and elevated to the minimum level rank of Inspector; roles and responsibilities have been defined. The creation of Directorate level Serious and Organised governance meetings feeding into a force level meeting chaired by a Chief Officer ensures that ancillary orders, partner organisation powers and other tools are considered.</p> <p>The force has produced a Serious and Organised Action plan which to ensure continual improvement</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
12	<p>Areas for improvement</p> <p>The force should improve its understanding of the impact of its activity on serious and organised crime and ensure that it learns from experience to maximise the force's disruptive effect on this activity.</p>	NEW RED	<p>Sept 17 [Original internal deadline]</p> <p>Now due: March 2018</p>	<p>The roles and responsibilities of Lead Responsible Officer have been reviewed and redefined. These roles are now held at a minimum level of Inspector rank.</p> <p>Debrief reports are produced and held centrally on a database, these reports include specific recommendations, progress against which are tracked on the database.</p> <p>Analysis to understand which tactics are having best effect has commenced and will be embedded by March 2018.</p>
13	<p>Areas for improvement</p> <p>The force needs to test its own vulnerability to significant cyber-attack.</p>	NEW GREEN	<p>Sept 17 [internal deadline]</p>	<p>Regular penetration testing is now conducted as part of the force's cyber PROTECT/ PREVENT plan. The first formal PREPARE exercise took place on the 6th September 2017; debrief report produced with owner and follow-up actions.</p>

Best Use of Stop and Search Scheme revisit 2016

A Force report by HMIC
Published February 2017

HMIC reported that following a revisit in November 2016 they found that the force was compliant with the Best Use of Stop and Search scheme having previously failed on 2 requirements.

HMIC further advised that the force's monitoring and analysis could be further enhanced and these suggestions have been accepted and are reported below.

Total of 3 actions: relevant to the City of London Police and in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
Areas for Enhancement Enhance monitoring data on:				
1	the reason for searches (e.g. drugs) by ethnicity and age	RED	April 2017 [Original internal deadline]	The force has accepted HMICs suggested enhancements but with existing systems it was not possible to produce the information. However with the introduction of Niche [25 th October 2017] it is anticipated that these enhancements will be possible with a view to establishing a capability by January 2018.
2	the rate at which the item searched for is found, by ethnicity and age	RED	Now Due: January 2018	
3	Individual officer/team data – totals, outcomes and find rate, by ethnicity and age.	RED		

PEEL: Police Legitimacy 2016 – National

A National report by HMIC

Published December 2016

Total of 3 actions are relevant to the City of London Police, 2 are complete and 1 is in progress.

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>1</p> <p>Cause of concern HMIC is concerned that some forces are failing to comply with current national vetting policy. This means that these forces are employing individuals who have not undergone even basic vetting checks, which represents a significant risk to the integrity of the organisation.</p> <p>Recommendation To address this cause of concern, HMIC recommends that:</p> <ul style="list-style-type: none"> • Within six months, all forces not already complying with current national vetting policy should have started to implement a sufficient plan to do so. • Within two years, all members of the police workforce should have received at least the lowest level of vetting clearance for their roles. 	GREEN	June 2017	<p><u>Within 6 months</u> The Head of Professional Standards confirms that current national vetting standards are being complied with.</p> <p>New national guidelines were expected in 2017 but their publication has been delayed with no new timescales announced.</p> <p>The Professional Standards Control Strategy has been produced and vetting is fully referenced within it.</p>
	AMBER	December 2018	<p><u>Within 2 years</u> Vetting clearance is already embedded within recruitment processes. Steps are being taken ensure appropriate vetting levels are maintained for officers and staff transferring roles within force.</p> <p>A directory of roles requiring enhanced vetting is being compiled and responses from Directorates continues to be collated.</p>

PEEL: Police Legitimacy 2016 - CoLP

A Force report by HMIC
Published December 2016

Total of 5 actions: 0 are national and outside the remit of City of London Police.

5 are relevant to the City of London Police, 2 are in progress (with an element of 1 now closed) and 3 are complete

Recommendations & Areas for Improvement	Status	Due Date	Comment
<p>1</p> <p>Areas for improvement The force should improve how it demonstrates that it has taken action to improve how it treats all the people it serves.</p>	NEW CLOSED	April 2017	<p>Professional Standards implemented a questionnaire as part of the post complaint procedure to establish feedback from the complainant. This was trialled for a 3 month period however the force did not receive any replies. The use of an external agency to provide a feedback service has been considered but discounted on the basis of value for money.</p> <p>Complainants have regular and repeated contact with investigating officers throughout an investigation and have the ability to air concerns in relation to the investigation throughout. These can be escalated to the Appropriate Authority for an opinion where appropriate. PSD do not believe that any further action is required in this area.</p>
	Corporate Communications has instigated a number of actions these are reported below:		
	NEW GREEN	April 2017	<p>Action Required:</p> <p>I. Build communications channels both internal and external to enable information to be received. [1.2]</p> <p>Current Position: CoL Procurement has been briefed regarding the procurement of a contract for surveying and a process is underway to establish external audience views. In the interim the Force, through Corporate Communications, will be using free online survey tools, with enhanced</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
	NEW GREEN	Original: April 2017	<p>promotion via established channels. Internally several new communication channels have been developed to facilitate seeking staff views, including the internal Comms Forum Technology options are also being reviewed to enable the force to gather views from across the organisation</p> <p>Small group meetings are now held with Chief Officers and are proving popular channels, such as breakfast with the AC, and ad-hoc musters and briefings attended by T/Commander Ops.</p>
			<p>Action Required:</p> <p>II. Engage with businesses in the City to establish if, via their internal communications functions, we can build a City workers' forum. [1.3]</p> <p>Current Position:</p> <p>Initial attempts to generate interest via the Community Bulletin or the Crime Prevention Association did not prove fruitful. The CoLP has now launched a fortnightly (electronic) news bulletin – Skyline. Promotion is ongoing with work to enable utilisation of CoL comprehensive distribution lists for access to business rate payers City Occupiers database to reach out to City communities as widely as possible.</p> <p>Discussions with City of London news publisher City Matters are being progressed with the intent of delivering a regular weekly or fortnightly column in paper.</p>

Recommendations & Areas for Improvement	Status	Due Date	Comment
	NEW GREEN	April 2017	<p>Action Required:</p> <p>III. Work with the City of London Corporation to establish how we can work together to use their existing channels and tools to engage with the hard to reach communities within the City, such as via the City Resident magazine. [1.4]</p> <p>Current Position:</p> <p>Fortnightly electronic Skyline news bulletin has been launched with invitations sent via existing CoL and CoLP databases to subscribe (free). This is also being promoted at regular business and community engagement working groups. Working with City Resident Publication team to continue engagement via the City Resident magazine. They have committed to including contact details (on Twitter, Facebook etc) in Bengali. A City Police Communities page has been launched on Facebook for specific engagement with resident communities.</p>
	RED	<p>Original: April 2017</p> <p>Now due: February 2018</p>	<p>Action Required:</p> <p>IV. External website to be redesigned to include a 'you said, we did' section. [1.5]</p> <p>Current Position:</p> <p>2 designs for the force website have been produced that will bring force policing priorities to the fore and representing 'you said, we did'. It is anticipated that this will be implemented February 2018.</p>
	NEW GREEN	April 2017	<p>Action Required:</p> <p>V. Have 'you said, we did' as content on our Twitter feed [1.6]</p> <p>Current Position:</p> <p>Twitter and Facebook activity took place between 24th April and 5th May 2017, including 'you said, we did' materials. An evaluation of the first</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
				<p>campaign is being undertaken.</p> <p>The content for a second wave of social media activity took place September 2017.</p>
4	<p>Areas for improvement The force should improve how it identifies and understands its workforce's wellbeing needs.</p>	NEW GREEN	March 2017	<p>The force has undertaken a staff survey, including wellbeing which was facilitated by Durham University.</p> <p>The results of this survey have been made available to the workforce and an action plan is being formulated.</p> <p>The terms of reference for the Force Health and Meeting have been amended to include Wellbeing as a standing item</p> <p>The force has established a Well Being Plan and a Senior Officer has absorbed the role of Well Being Champion.</p>
5	<p>Areas for improvement The force should improve how it manages individual performance of its officers and staff.</p>	RED	<p>Original deadline March 2017 Now due: February 2018</p>	<p>The force has established a Performance Development Action Plan with a timeline for delivery of February 2018.</p> <p>The Talent Development Strategy has been produced against this plan with its own delivery plan which is in draft and being consulted on at the new Talent Development Working group before sign off at the Strategic Workforce planning meeting January 2018.</p>

PEEL: Police Efficiency 2016 CoLP

A Force report by HMIC
Published November 2016

Total of 5 actions: 0 are national and outside the remit of City of London Police.
5 are relevant to the City of London Police, 4 are complete and 1 in progress.

Recommendations & Areas for Improvement		Status	Due Date	Comment
5	<p>Areas for improvement City of London Police should review the capabilities of its workforce so it can identify and put plans in place to address any gaps. This will enable the force to be confident in its ability to meet current and likely future demand efficiently.</p>	RED	<p>March 2017 [Original Internal deadline]</p> <p>Now due April 2018</p>	<p>This work has been addressed in the Workforce Plan to an extent and further developed by the use of Deloitte consultants who have reported. Findings from the Deloitte report have been developed into a plan and a series of briefings to the workforce by Commander Operations took place in September 2017. A skills audit has been completed for police officers. A similar audit is being undertaken for Police staff and is due for completion in April 2018.</p>

The tri-service review of the joint emergency services interoperability principles

A national report by HMIC
Published April 2016

Total of 6 actions: 1 are national and outside the remit of City of London Police.
5 are relevant to the City of London Police now complete

Recommendations & Areas for Improvement		Status	Due Date	Comment
3	<p>Recommendation Multi-agency testing and exercising programmes need to be better co-ordinated and risk-based beyond Local Resilience Forum Community Risk Registers and National Risk Assessments. These should be supported by a discrete budget allocation. The benefits for each service and trust need to be made clear at the design stage. The exercising programme should include issues identified through the Joint</p>	NEW GREEN	<p>April 2017 [Internal deadline]</p>	<p>The force undertakes regular testing exercises. This area of work has been allocated to an Inspector resource to co-ordinate. Learning from exercises is captured at de-briefs and recorded on a central database (MONITOR) and reported to Organisational Learning Forum.</p> <p>A central repository of documents relating to testing exercises has been created and the requirements for additional resources for Testing and Exercising are currently being considered as part of the current STRA</p>

Recommendations & Areas for Improvement		Status	Due Date	Comment
	Organisational Learning process.			process with a business case due to be submitted to the December 2017 Force Strategic Management Board.
5	<p>Recommendation</p> <p>The blue light services need to have more effective processes in place for learning and embedding lessons locally and, for sharing the learning with staff. The knowledge and understanding of how the Joint Organisational Learning process is used to identify and record multi-agency lessons which are to be shared and escalated across services, needs to be greatly improved.</p>	NEW GREEN	April 2017 [Internal deadline]	<p>NCALT training packages and awareness are utilised in embedding the JESIP principles in force. This training is now mandatory. Learning and Development are incorporating these packages into their training plans. In addition, learning outcomes from training exercises are fed into the force Organisational Learning Forum.</p> <p>MPS tri service training is also utilised, however this was suspended following the terrorist incidents and has been rescheduled.</p> <p>Exercises are debriefed and associated actions are recorded and tracked on an electronic database to ensure delivery thus evidencing that learning has been embedded.</p>

PEEL: Police efficiency 2015

An inspection of the City of London Police by HMIC

Published October 2015

Total of 2 actions: 0 are national and outside the remit of City of London Police.

2 were areas relevant to the City of London Police, 1 is still in progress.

Recommendation		Status	Due Date	Comment
2	To support the workforce plan, the force should improve how it records and retains information concerning the skills and knowledge of the workforce to identify future training needs.	RED	March 2016 [Original Internal deadline] Now due: April 2018	An initial skills audit for the workforce has been undertaken with a more detail review for Police Officers completed in September 2017. A similar work plan will commence in December 2017 for Police staff with a scheduled completion date of April 2018. Training requirements are being captured as part of the annual STRA process, thus informing the force training plan. The STRA identifies future needs.

In harm's way: The role of the police in keeping children safe

A national report: Published July 2015, a joint inspection by HMIC and HMCPSi. The report highlights areas for attention and does not make specific recommendations

Actions for the City of London Police are now complete.

Area for Attention		Status	Due Date	Comment
1	At present senior officers do not know the outcomes for children following on from police activity. Nor do they know enough about the experiences and views of children who have been in contact with the police in order to inform service development. Information systems are poorly integrated and inputting data takes up considerable time that might be more usefully spent on investigations and enquiries. In failing to record basic data accurately such as the age, gender and ethnicity of children, police forces are unable to demonstrate they operate without discrimination.	NEW GREEN	February 2016 [Internal deadline]	A monthly report regarding the outcomes of juveniles who have been in police custody has been developed and is distributed monthly to Senior Management Teams [Uniform Policing and Crime Directorates, and also sent to Children's Services and Education Departments at the City of London. An online questionnaire has been introduced to capture feedback from youths detained in custody. Any feedback received will be submitted to UPD senior management, vulnerability working group and custody user group.